

# **Hastily Formed Networks**

Peter J. Denning

NPS

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# HFNs at NPS

Cebrowski Institute

Network Ops theme 2004

W2COG

Rapid Response Networks

Coined term “HFN” 2004

Big Resonance on “HFN”

HFN theme 2005-2006

# Interpretations

Form quick teams, then disband  
Respond to crisis (3° of response)  
Sense of caring  
Adapting prior work (e.g., crisis  
mgt)

# Skills to Learn

Interagency ops (boundary  
crossing)

Collaborative coordination

Capacity to Improvise

Leadership in a network

# Conversation Space

Medium in which all  
communications take place

A set of interaction rules for  
effective coordination among  
all participants

# Aspects of Conversation Space

## **Physical**

communication systems  
meeting places  
distribution systems

## **Community**

players and organizations

## **Practices**

rules of interaction and coordination

# Physical Aspects

mobile networks

telephony

Internet

satellite

power

fast configurability

meeting places

prepositioning essential equipment

distribution systems

# Community Aspects

including all players  
transcending turf issues  
civil-military boundaries  
sharing information  
situation awareness  
planning  
coordinating (action, OODA loops)  
building trust



# Practices Aspects

rules of engagement for  
multiple, autonomous organizations

must be embodied -- not a step-by-step process

getting “buy-in” on the rules

decentralized control and decision making

collaboration without hierarchy

# **Instructive Examples**

## **NYC after 9/11**

open, included all NY  
conditioned tendency to stovepipe

## **Louisiana after Katrina 8/29**

partitioned, protecting turf,  
finger pointing, red tape,  
citizens initially not included

# Claim

**Doing HFN well means  
mastery of conversation space**

What are the rules of the most  
productive “game”?

What are the skills for successful  
play?

# Finding the Skill

Forming the community of help  
(including those to be helped)

Getting buy-in to the “game”  
(rules of interaction, engagement)

Delivering the help  
(effective action)

# Conditioned Tendencies

Automatic response when confronted with  
overwhelming challenge beyond all training  
and resources

Closed in, defensive, finger pointing,  
stovepiping

(NYC experience with FD, PD)

As with personal C.T., awareness and training  
is the best coping strategy

# **New Words and Concepts**

practice (not process)

collaboration (not C2 hierarchy)

conversation space (not C2)

# Summary

conversation space

communications

org issues -- coordination of authorities

effective practices and actions

conditioned tendencies